Green HRM as a tool for the Sustainable Development of Higher Education Institutions of J&K

A Synopsis

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Supervisor

Dr. Shiv Jaggarwal
Assistant Professor
Dept. Business Management & Commerce
Desh Bhagat University
Mandi Gobindgarh

Submitted By

Javid Ahmad Darzi
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Background/Introduction

Green Human Resource Management (GHRM) has emerged as an important area of management (Mehta &Chugan, 2015). This is a process that ensures the implementation of sound environment and balanced ecology system (Kapil, 2015).Thus it covers a complete ecosystem of environment and ecology in an organization. However different authors have defined GHRM in a quite similar way.

The concept of Green Human Resource Management is an environmental system which defines human resource management practices.The term GHRM came into being 10 years ago (Renwick, Redman, and Maguire, 2008). GHRM is defined as a policy, practice and system that makes employees of an organization environmentally friendly and as a result individual, society, the natural environment and the enterprise are benefitted(Opatha and Arulrajah 2014). It is argued that Green HRM is focused on maintaining green goals and is implemented throughout the HRM process of planning, recruitment and selection, training and development, rewards and evaluation(Mishra 2017). The emergence of will include the scope of social improvement. Green HRM actually supports work-life balance (i.e sustainable benefits) in addition to environmental awareness (i.e reduction of waste). In short, Green HRM contains a paradigm understanding of the concept of "triple bottom line". It has“three sustainability pillars (Opatha&Arulrajah, 2014) of environmental, social and economic balance” which brings long-term benefits to the organization (Mishra, 2017). Similarly, Rana and Jain (2014) looked at GHRM from a model perspective.It is an employment model that will help people engaged in industry to retain, recall, retain. It will also help in developing the talent required to ensure implementation of future business initiatives and strategies. GHRM is referred as the role of HR policies and practices for the sustainable use of natural resources as a part of broader corporate environmental agenda. GHRM is considered to be an integration of operational environment management into HRM (Renwick et al. 2008). Organization’s goals could be achieved through the contribution of human resource management policies and activities (Chowdhury, Sanju &Asaduzzaman, 2017). GHRMpromote sustainable practices and raise employee awareness and involvement in sustainability issues as per opinion by Mandip (2012). Jabbouretal. (2010) is of the viewpoint that the basis of GHRM is the green effect of the functional HRM indicators such as job description and analysis, recruitment and selection, training and performance evaluation and compensation. GHRM is defined as "the level of green effect of HRM practices" in terms of the functional and competitive aspects of HRM (Jabbour, 2011). Mehta and Mehta (2017) provided a

broader perspective, with the author emphasizing that “GHRM includes green HR initiatives and practices for the sustainable use of resources”. However, these resources can help you achieve optimal levels of efficiency, reduced waste, improved work attitudes, improved work / life, reduced costs, and improved employee performance and retention. Researchers (Mehta & Mehta 2017)are also of the opiniontо improve employee carbon dioxide emissions through GHRM practices such as flexible work schedules, electronic filing, car sharing, job sharing, conference calls, and virtual interviews”. Claims to be able to reduce recycling, telework, online training, energy efficient office space and more. Deepika and Karpagam (2016) held the opinion that Green HR is the application of HR policies to ensure sustainable use of resources in corporate organizationsincluding environmentalsourcesand sustainable financial support. GHRM is recognized as an integration of HR policies and practices, including recruitment practices, training and development practices, compensation structures, and the relationship between employees and the environmental system at a particular company location.

The process of GHRM evolves around three stages like creating, improving and maintaining towards green effectfor all people in the organisation (Ullah, 2017)”. The Green Initiative can be incorporated in all HR practices such as recruitment and trainingand will contribute towards the development and improvement of a company's human capital (Dutta, 2012).

Green Human Resource Management a new concept is now applied in many corporate organisations at global level including India. Now there is a blending of green HR policies with traditional CSR activities. These organisations in order to realize the benefits of synergy between the two and make their staff awareoftheir responsibilities towards proper management of environment. Academic Institutions contributes exceptionally towards society and the environment. In order to help students and staff green initiatives have been developed by large number of institutions. But despite efforts by the institutions, full implementation of the Green HRM policy is not achievable. This present study will help to identify green practices adopted by higher education institutions and determine the level of green HRM practices practiced by J & K academic institutions. This benefits the university's responsibility for environmental protection.GHRM can be helpful for employees to empower themselves toward environmental protection and to analyze the awareness level of Green HRM practices in academic institutes of J&K.

Rationale

Both developed or developing nations around the globe(Australia, the United States, China, Brazil, etc.) are under the pressure fortremendous demand for a more sustainable and environmentally friendly agenda. That's why we need urgent change and the introduction of environmentally friendly practices. Companies operate in a highly competitive global economy, not only providing efficiency and value, but also taking responsibility.Increasing environmental concerns around the globe have created awareness amongcompanies to adopt environmental practices and become environmentally friendly and competitive (Jabbour et al., 2012). Scholars (De Souza, Freitas et al.,2012) in pursuing this green agenda. Jackson et al., (2011), Renwick et al., (2016) argue that human resource management (HRM) plays an important role. Therefore, by incorporating green practices into HRM functionality, companies may be possible to increase the sustainability potential.

Over the last decade, Green HRM has increased and the potential of corporate green management practices for reducing the environmental footprint and making businesses more sustainable has been recognized. Scientists are focusing remarkably on Green HRM Research since 2016. (Dumont et al., 2016; Guerci, Longoni and Luzzini, 2016; Guerci, Montanari, Sapolan and Epifanio, 2016; Jabbour and Renwick., 2018; Yongetal., 2019; Yusliza et al., 2017). Increasing awareness of the green issue has led HR to adopt green HR practices with a particular focus on digitalization,reduction in carbon dioxide emissions and waste management (Ahmad, 2015). Individuals are part of the Green Initiative, and the initiation of modifications to existing processes (Mishra et al., 2014). Green HRM is envisagedas planned and continuous change for the organization (Sawang and Kivits, 2014).

It is evident that HRM has great potentiality for sustainability (Jabbour and Santos, 2008). The incorporation of environmental measures in a company in an effective manner requires diversified contributions from organizationalfunctions in general and HRM in specific. (del Brio et al., 2007). According to Cohen et al. (2012), Creation and Implementation of sustainable business strategies throughout an organization is one of the important functions of HRM. Human Resourcehelps in formulating and accomplishing of environmental and social goals and also align these goals against traditional financial performance metrics. HR also contributes towards formulation of corporate values and sustainability strategy.According to Tang et al. (2018) “GHRM as a benchmark for reliability and development that leads to the behavior and awareness of green employees by adopting a green perspective and using green communication channels”. Similarly, Latan et al. (2018) believe that “GHRM's functions and behaviors are very specific, leading to the inclusion of green issues in our employees' daily work and having a positive impact on their lives and performance”. "GHRM

improves the credibility of an organization, motivates workers to stay in the organization, and motivates better workers to be hired by green companies," said. D.W.S Renwick et al. (2013)". While attempting to create the overview towards the definition of the green human resource management the concept of GHRM is dominated by the two schools of thoughts. The first thought says that GHRM is "the accumulation of HRM that is recruitment, performance management, training, development, rewards and Environmental Management and strives for the environmental performance (Jabbour& de Sousa Jabbour, 2016; D. W. Renwick et al., 2013)". The Second School of thought says that "not only integrating the functions of HRM with the environmental management increases the environmental performance but it is necessary to change the employee attitude and behavior towards the environment and thus leading to improved environmental performance (Ehnert, 2009; Taylor et al., 2012)".

Recently, the business world has become more aware of the importance of environmental protection and the introduction of various environmental management methods. As the corporate world globalizes, businesses are moving from traditional financial structures to modern capacity-based economies that are poised to explore the green economic aspects of business. Now days, Human Resource Development is playing an active role in key organizations for greening the office and Green Human Resources Management (GHRM) has become an important business strategy.There are many reasons for the switch to environmental protection, the most important of which are raising energy consumption and prices, environmental responsibility, and the emergence of stricter and more compliant regulations. The concept of green is to minimize environmental degradation and make the planet habitable.

Now days, many organizations have adopted a new concept of Green Human Resource Management. Awareness among staff is created for being responsible for environment through integration of Green HR policies and traditional corporate social responsibility activities.The GHRM is a novel area in the HRM and hence not much research has been done on the area. (Hamza and Syaharizatul 2020) opine that the "dominating sector on GHRM scholarship was the manufacturing sector on which 63 percent of the studies were conducted during the period of 2008 to 2020 and merely 37 percent of the studies were conducted on service sector". This shows that more studies are needed in service sector on GHRM scholarship. The justification to conduct studies in service sector is that an important contributor to the economy, having direct effect on GDP, job creation, traditional and new export opportunities. "The service sectors like health and education are vital in achieving social and

environmental objectives (Cali, 2008)".Scholars believe that employees well -being increases and organizational performanceimproves due to the potentiality of the GHRM. Therefore, this surveywill be conducted to identify the standard green practices adopted by J & K Higher Education Institutions and to determine the level of green HRM practices adopted by the academic institutions. Given that little empirical attention has been paid to this important topic, this study can be expected to benefit the university in its responsibility for environmental protection.

Objectives

The objectives of the study are:

- To investigate the effects of GHRM policies and practices on employee workplace outcomes,
- To evaluate the various Green Human Resource Management practices implemented in educational institutions of J&K.
- To identify the factors influencing the Higher Education Institutions of J&K in the matter of practicing Green Human Resource Management.
- To study the influence of Green HR practices in motivating employees'performance level in the organizations.
- To examine the perception of employees regarding implementation of Green HR Practices in the Higher Education Institutions of J& K.

Methodology

In order to achieve the aforementioned objectives, the researcher will adopt/develop relevant questionnaire which will be distributed among the sample respondents. The size of the sample will be selected appropriately according to the size of the population of the employees of the select education institutions of J&K.Mean, Standard Deviation and Regressionanalysis, Chi Square, ANNOVA and other statistical tools will be used to analyze the problem.

Sample size:

The following steps will help to find the sample size of numerical data. The sample size formula was used to put everything together and extract the sample with confidence. This makes it more likely that the survey is statistically correct.

1. Population size indicates that how many people you are talking about in total.

2. Margin of error (confidence interval): The question is how much error to tolerate. The margin of error, also known as the confidence interval, is expressed as a mean. You can set how much you control the difference between the sample mean and the population mean.

3. Confidence level: It is about how confident you are that the actual average is within the margin of error.

4. Standard deviation: This step asks you to estimate how much the responses you receive will vary from each other and from the mean number.

Sample size formula

Sample size = ((Z-score) ^2*std Dev*(1-std Dev)/(margin of error)^2

We need to turn confidence level into a Z-score. The most common confidence levels of Z scores are:

90% -Z score = 1.645

95% -Z score = 1.96

99% -Z score = 2.576

There are total of 60000 (say) small-scale business units established in Kashmir region, we choose 95% confidence level, 0.5 STD Dev, and a margin of error +05%/-05%. Therefore, the determined sample size is 382.

Hypothesis

Hypothesis related to the objectives and within the scope of the study will be set accordingly within the due course of time and according to the statistical tool and techniques which will be followed to achieve the required results under the study.

Need of the Study

This study examines green staff practices in higher education institutions that have not been studied much in previous studies (Fawehinmi, Yusliza, Mohamad, Faezah& Muhammad, 2020). Universities have more energy, Operated as a giant company that consumes CO2 emissions from vehicles, space and refrigeration equipment. Higher education institutions produce large amounts of waste such as paper, plastic and waste that pollute the environment (Fawehinmi et. al.2020). Educational institutions are challenging to improve environmental performance by focusing on the development of employees' environmental capabilities, skills and attitudes. Achieving environmental goals is

through the Green HR Policy. Guaranteed by developing environmentally friendlybehavior (Mishra, 2017). Employees' environmentally friendly behavior demonstrates a high level of commitment to the organization by raising awareness through lectures, seminars and workshops. From the literature, it can be inferred that the importance of employee behavior is drawingattention in developing countries, and further research is needed (Kim et al., 2019).

Research Design

The present study is descriptive and analytical in nature. This present study will help to identify the standard green practices applied to higher educational institutes and to determine the level of Green HRM practices implemented in the academic institutes of J&K. The study will be advantageous to the higher education institutions for being concerned for the environment protection. GHRM can help employees to empower themselves toward environmental protection. It is related to primary and secondary data which will be collected with the help of well drafted and pre-tested questionnaire. Research design will be adopted as the demand and requirement of the Research work also appropriate statistical method and techniques will be adopted.

Tentative Chapter Scheme

The entire study shall be presented in the following broad tentative chapter scheme:

1. Introduction and Research Design

The first chapter will cover introduction on the various aspects of the study. Introduction will cover the conceptual framework throwing light on the essence of the problem under study- need, focus, objectives, methodology and structure of the study. A brief introduction of the study organization(Higher Education Institutions of J&K) will be given in order to get acquainted with the background of the study organization.

2. Literature Review

The second chapter will thoroughly, critically and objectively examine the research conducted on GHRM. In this chapter an attempt will be made to make an overall review of the work done on this construct.

3.Results and Discussion

Results and discussions will cover the analysis and interpretation of the data with the help of appropriate statistical tools and techniques. Discussion on the results will also be attempted in this chapter.

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